

Guidance Team Questions and Feedback Tollgate #3 - October 13, 2004

General Guidance for all Teams

- The quality of the work has been very, very high.
- Remember the title of this effort—Priorities of Government. This is our chance to really identify and communicate what the priorities are for each result. Don't jump to the view of the budget or legislative process too soon—they necessarily lose focus on results-based priorities. The proposals to date are a little less freewheeling and innovative than last time. We need to seize the opportunity afforded by POG to speak out and make a case for the priorities that will make a difference.
- Tollgate 4 materials may need a separate place from the purchase plan to note innovations and new expenditure ideas; something that represents thinking outside the two-year timeframe.
- It must be hard to keep playing the POG game and to ignore realities like dedicated funds, but it's a game well worth playing. This effort is really key to communicating to citizens about the important issues we face and about the work and accomplishment of government. It would be great, between now and Tollgate #4, to figure out how to articulate your message to people who haven't been with you all along the way. It's still challenging for those of us who've been on both Guidance Teams to understand all the issues presented. The Guidance Team will do everything we can to help ensure that your thinking is disseminated. But we need your help in effective telling the story to citizens about the strategies and the thinking behind these purchase decisions. Don't just try to please us—think beyond us, and how to explain this to all the citizens of Washington.
- The purchase plans need to contain more of the prevention strategies that teams have identified will make a difference. Do we need to have groups note new prevention items they would recommend be purchased as a separate list for Tollgate 4? Perhaps that's a way to ensure these items won't fall off the list in the competition with urgent intervention activities.
- Don't count success in terms of how close the legislative budget is to your recommendation. POG has the potential to lead the way for major change, but it may take time for some of the more good, but radical ideas to take hold. But they will never take hold, unless we use forums like POG to make them visible.
- We seem to be putting more funding into crisis services or activities related to adults, while activities focusing on children are not being purchased. This doesn't seem to be the right course for the long term. We do need to keep children as a priority. Government doesn't have sole responsibility for children, but it does have an important responsibility to help communities here.
- Mental Health services were mentioned in several groups, but none mentioned strategies to make sure we are addressing this issue in the most effective way and cost

effective place. It would be helpful to see more collaboration among groups on this issue.

- It was good to see the ideas for efficiencies offered, particularly those of the state government group. But we still have a long way to go; there are many more opportunities out there.
- We may want to think about containing and re-directing the special interest component of the budget.
- The allocations make more sense this year, but one downside is that there seems to be less interaction among the teams and less interest in this tollgate process. Last year the room was full because everybody else had your money. The sharing and connections between results areas is one of the best things about this process, please don't lose this.
- Please know that most of the work you've done here will be valuable to the new administration (any new administration.) It is not in vain. Don't be discouraged.
- It's so important that what we've done here today gets communicated to the public, to garner support and to help people understand about the choices.

REACTIONS TO SPECIFIC PRESENTATIONS

Improve the economic vitality of businesses and individuals

- Did you look at risks to the economy of not doing certain activities?
- Is the Flexible Regulation strategy no longer included as one of the top priority strategies? The business community looks to government most for help in this area; it should continue to be a high priority.
- Take a look at the classifications of some of these activities. PERF, for example, doesn't seem to really be about planning and leadership. Part of the power of POG is the ability to communicate effectively about what government does and activity classifications can be very helpful to this end.

Improve statewide mobility of people, goods, information and energy

- Encourage more communication to the public about the systemic financing crisis in the transportation area.
- What should we be doing to address the finance problem?
- If this model cannot be sustained, what policy drivers can move us to other models for achieving this result? If we're not going to solve the problem budgetarily, isn't this the place to push for policy proposals for private-sector involvement and other possible solutions? Use Tollgate #4 to begin to highlight some of the policy implications of the problems in this result area.
- How are you planning to deal with the parties not at the table?

- We've had some discussions about fixing problems more holistically, finding a problematic traffic corridor and planning to fix all aspects of the problem, rather than just dealing with state roads and not paying attention to how they interact with roads owned by others. The idea of looking at things specifically and geographically rather than by owner. Has your group been looking at this?
- Suggest that we need to be absolutely clear about what we can deliver with the resources we have and also about what we cannot deliver.

Improve the ability of state government to achieve results efficiently and effectively

- In looking at procurement improvements are you talking about reviving the idea of a new purchasing system?
- Did you also look at consolidating agencies or activities of agencies (e.g., revenue collection activities) or did you focus on enterprise approaches to practices that most agencies perform (e.g., purchasing practices)?
- Did you look opportunities to consolidate debt collection activities?
- There may be some opportunities for coordination and collaboration on expensive things like GIS systems and fingerprinting systems that both local and state government use.
- What is the Office of State Procurement and what is its role in procurement activities in the state?
- You have an indicator of citizen satisfaction in government. We need to make sure not to lose sight of the need to communicate to citizens about these efforts and to gauge their satisfaction with the results of government.

Improve the safety of people and property

- We encourage you to continue to look at prevention activities and include these in the purchase plan. It's very important if we're going to ever see any change in this area to have some viable prevention proposals.
- Have you discussed possible changes in tort statutes to reduce the state liability that may come with proposed sentencing changes?
- Has your group discussed the implications of the court decision on driving suspensions?
- Do we need to have a new category for Tollgate #4 and have groups list new prevention items they would recommend be purchased? It would, perhaps, be better to call attention to these items than having them always compete with urgent intervention activities.

Improve cultural and recreational opportunities throughout the state

- Have you considered the linkages between your result and the education results?

- Patterns in recreational activities are changing, for example the numbers of people hunting and fishing are decreasing over time. Is your group looking at this and the implications for state investments in this area?

Improve student achievement in elementary, middle and high schools

- Is there any part of the general apportionment activity that is not considered basic education?
- What do the WASL results tell us about where to spend the next education dollar?
- Please provide more information about the electronic child-care management proposal.
- You say you're planning to focus on high school as a result of high school WASL results. Would it make more sense to focus on middle school to have more influence on those high school outcomes?
- Is there any discussion in your team or other teams about moving programs like ECEAP and child care programs to agencies more focused on K-12 activities?

Improve the value of post-secondary learning

- Is there a reason why the efficiency-grant proposal couldn't also include public schools?
- What input or ideas did you receive from the state universities on how to address the issues in this result area?
- Is the demand for private education options like Phoenix increasing? Does it make sense to increase financial aid for these programs rather than building additional state access?

Improve the quality and productivity in the workforce

- One of your criteria is whether the state is the only party who can deliver the service. Did you apply this test to workers' compensation?

Improve the condition of Washington's vulnerable children and adults

- Are you assuming that community-based treatments cost less? This hasn't always been so.

Improve the health of Washington citizens

- The evidence-based purchasing strategy appears to focus on what we buy. Are you going to look at changing the incentives or penalties within these purchases? For example penalties around smoking or obesity?
- Consider expanding the public health purchasing strategy to local governments as well.

- We have dodged some health issues recently (e.g. SARS, Bird Flu). Is the basic public health infrastructure you're proposing enough to cope with an epidemic emergency if need be?
- How would you assess the quality of data you have to consider in making funding recommendations in the increasing healthy behavior strategy?

Improve the quality of Washington's natural resources

- We would like to see more ideas around collaboration and consolidation of activities in this result area. It seems there are a number opportunities to reduce duplication of similar efforts among the agencies, or to instill common practices that could produce efficiencies. Please provide some examples for Tollgate #4.
- We recommend that you coordinate with the health team around the septic tank issue. We should be looking at making the purchase of septic utility coverage mandatory—like car insurance—or work with the financing industry to make sure that they include it as a requirement for financing. The septic utilities are really the way to go for prevention and maintenance. We could allow the industry to offer it as private option to meet the requirement.
- The issue of governance in this area keeps coming up as an issue. Have you done any research about different organization models in other states?